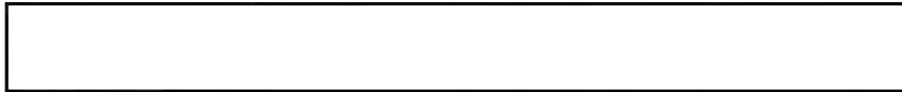


JOB-RELATED ATTITUDES OF NEW CIA EMPLOYEES: A
STUDY DONE IN CONJUNCTION WITH THE PRESIDENT'S
PROGRAM FOR TALENTED YOUTH IN THE FEDERAL SERVICE



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Office of Medical Services
Assessment and Evaluation Staff
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The purpose of this questionnaire was to provide a means for new career employees to express their feelings about their jobs and their training. The questionnaire, prepared by the Civil Service Commission, was part of a program recently initiated by President Johnson to improve the development of new career employees and to make sure that they have the opportunity to participate fully in the work of their agencies. The questionnaire was administered to Agency employees under the age of 30 who entered on duty at GS level 05 or higher between July 1, 1967 and June 30, 1968.

The questionnaire was divided into several parts. The first 31 items dealt primarily with background and training information. Item 33 was designed to elicit general feelings about one's job as a whole. The next 16 items (hereafter called indicator items) were designed to tap general attitudes toward 14 important dimensions of job satisfaction (e.g., salary, promotion opportunities, etc.). The next 74 items (47 through 120) were designed to measure more specific aspects of job satisfaction within the 14 general dimensions mentioned above. The following section of the questionnaire required the respondents to rank order the 14 general dimensions of job satisfaction according to their order of importance in an "ideal job." The final section invited narrative comments about additional aspects of job satisfaction and dissatisfaction and suggestions of possible changes which would provide younger employees with a greater responsibility, voice, and involvement in the work of their agency.

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RESULTS

Dimensions of Job Satisfaction: A Comparison of Ideal and Actual Jobs

Table 1 presents the mean (average) rankings of the 14 dimensions of job satisfaction in the "ideal job." The interestingness and meaningfulness of work itself, opportunities for personal work accomplishments, chances for promotion, and salary are the four most highly ranked dimensions of job satisfaction in the ideal job. At the other extreme, the impression one's job makes on family and friends, the rules and regulations of the organization, the physical surroundings and working conditions, and the recognition received for one's work are accorded the least importance in the "ideal job."

When Agency employees are asked to rate their current jobs on these 14 dimensions of job satisfaction (see Table 2), an order emerges which bears no relationship to the order of importance of these dimensions in the "ideal job" (the correlation between the mean rankings of the 14 dimensions of job satisfaction in the "ideal job" and the mean ratings of these same dimensions in the actual job was a non-significant $-.08$). Agency employees express most satisfaction toward the importance of their organization's goals, their co-workers, the treatment they receive from their supervisors and their supervisors' understanding of their work (technical competence). The four lowest average ratings were obtained on the dimensions of salary, the way the organization is run, chances for promotion, and physical surroundings and working conditions.

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TABLE 1

MEAN RANKINGS OF THE 14 DIMENSIONS OF JOB SATISFACTION IN THEIR
ORDER OF IMPORTANCE IN THE "IDEAL JOB"

<u>Dimension</u>	<u>Mean Rank of Dimension in Ideal Job*</u>	<u>Standard Deviation of Ranks</u>
1. Work itself	1.98	1.54
2. Personal work accomplishments	2.83	2.25
3. Chance for promotion	4.53	2.53
4. Salary	5.51	2.84
5. Importance of organization's goals	6.33	3.82
6. Co-workers (feelings toward)	6.86	2.92
7. Training (quality and relevance)	8.37	3.41
8. Treatment by supervisor	8.64	2.81
9. Supervisor's understanding of my work	8.66	2.56
10. Way organization is run	8.66	3.00
11. Recognition received for work	8.71	3.27
12. Physical surroundings/working conditions	10.53	2.83
13. Organization's rules and regulations	11.04	2.48
14. Impression of job on family and friends	12.26	2.22

*Rank of 1 is most important; rank of 14 is least important.

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TABLE 2

MEAN RATINGS OF THE 14 DIMENSIONS OF JOB SATISFACTION -- ACTUAL
EVALUATIONS BY AGENCY EMPLOYEES OF THEIR CURRENT JOBS*

"IDEAL"	"ACTUAL"		Mean Rating of	Standard Deviation	DIFF.
TABLE 1	Dimension		Current Job	of Ratings	T.1 - T.2
5.	1. Importance of organization's goals		1.51	.68	0.4
6.	2. Co-workers (feelings toward)		1.65	.69	0.4
8.	3. Treatment by supervisor		1.95	.90	+ 5
9.	4. Supervisor's understanding of my work		2.05	1.05	+ 5
14.	5. Impression of job on family and friends		2.14	.82	+ 9 ✓
13.	6. Organization's rules and regulations		2.18	.75	0.7
2.-	7. Personal work accomplishments		2.19	.95	- 5
11.	8. Recognition received for work		2.23	.95	+ 3
1.-	9. Work itself		2.36	1.07	- 2 -
7.	10. Training (quality and relevance)		2.40	1.15	3
12.	11. Physical surroundings/working conditions		2.48	1.07	- 1
3.-	12. Chances for promotion		2.49	.99	- 2 -
10	13. Way organization is run		2.55	.93	- 2
4.-	14. Salary		2.77	1.01	- 12 -

*Ratings were obtained from the appropriate "indicator items" (items 33-46) designed to measure overall feelings toward the 14 dimensions of job satisfaction. The following conversion was used to obtain numerical values:

- 1 = Very satisfied
- 2 = Satisfied
- 3 = About as satisfied as I am dissatisfied
- 4 = Dissatisfied
- 5 = Very dissatisfied

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In terms of specific discrepancies between the "ideal" job and the actual job, four dimensions stand out. Primary among these is salary which receives a high ranking (fourth place) in the ideal job but falls at the bottom of the list of mean ratings of the actual job. Close behind is the dimension "chances for promotion" -- this is ranked third for the ideal job and twelfth for the actual job. An equally large discrepancy -- but in the opposite direction -- occurs with the dimension "impression of job on family and friends." This dimension is given the lowest priority on the list for the "ideal job," but falls fifth in the list of mean ratings of the actual job. Finally the work itself -- how interesting and meaningful it is -- is given top ranking in the ideal job but falls in ninth place in the mean ratings of the actual job. These discrepancies may point out particularly important areas of job satisfaction and dissatisfaction inasmuch as they reflect relatively large divergences between what new employees value in jobs and the extent to which these values are actually realized.

Caution should be used in interpreting the importance of differences between adjacent rankings and ratings of the 14 dimensions in Tables 1 and 2. The actual mean differences between adjacent dimensions on each of these lists are often small and may not reflect practical differences. Also, it should be noted that in Table 2, none of the mean ratings of the 14 dimensions fell in the "dissatisfied" portion of the range -- even though sizeable minorities indicated dissatisfaction, particularly on those dimensions toward the bottom of the list.

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Specific Attitudes of New Career Employees

What follows are more detailed descriptions of the job attitudes found for the sample surveyed. These descriptions were compiled from both the general indicator items (items 33 through 46) and the more specific items of the questionnaires (items 47 through 120). All but three of the items were grouped under one of the 14 dimensions of job satisfaction discussed earlier. It should be noted that in a few cases, assignment of a specific item to a certain dimension was arbitrary -- an equally good case could be made for placing the item in some other category. The groupings that follow reflect the judgment of the Civil Service Commission, and were adopted for the sake of comparability. Note that the order in which the dimensions are discussed follows the order in which they occur in Part III of the questionnaire and does not correspond to the order of mean rankings or ratings in Tables 1 or 2.

For items 47 through 120, two psychologists independently determined the direction of "favorable" and "unfavorable" responses. It was necessary to do this, since these items called for various shades of agreement or disagreement to statements and did not ask for an indication of satisfaction or dissatisfaction per se. Favorable responses to specific items were defined as those responses which indicated satisfaction toward existing policies, programs, working conditions and relations, etc. There was complete agreement between the two psychologists on the direction of interpreting the "favorable" or "satisfied" responses to these 74 items.

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I. Personal Work Accomplishments

The great majority of those surveyed (72%) regarded their personal work accomplishments with some degree of satisfaction -- 10% did not. An even larger percentage (90%) thought they had done a "good job" thus far with the Agency. However, this figure is probably spuriously high due to the demand characteristics of the item. That is, it is unlikely that an individual will unreservedly say he has not done a good job. Perhaps a more valid indicator of attitudes toward work accomplishment is given by the distribution of responses to item 94 -- "At the end of the day I wonder what I have accomplished." On this item, 60% of the sample expressed positive attitudes (i.e., disagreed completely or tended to disagree with the item) and 32% expressed negative attitudes. Finally, one in five individuals asserted that they rarely saw the results of their work.

II. Classroom and On-the-Job Training

As a group, items in this cluster were responded to favorably by between half and three-quarters of the sample. Typically, one-fifth of the sample responded unfavorably. A notable exception was the item dealing with individuals' participation in the planning of career development on which over one-half (52%) agreed that they were rarely asked to participate in the planning of their career development.

III. Feelings toward Co-Workers

For nearly all items in this cluster, nine-tenths of the sample responded in the favorable direction. Overall, attitudes toward co-workers

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were among the most extremely positive ones expressed on the entire questionnaire.

IV. The Work Itself: Interestingness and Meaningfulness

Items on this dimension seem to be very generally of two types. One group of items asks about basic, overall feelings toward the intrinsic aspects of one's work (e.g., "How do you feel about the work you have done?"). Other items are concerned with the work itself but via less comprehensive, more specific statements (e.g., "I have enough work assigned to keep me busy" or "My job requires me to be creative.")

Analyses of responses to the first group of items (concerned with overall attitudes) suggested that somewhere between one-half and two-thirds of the sample are satisfied with the intrinsic aspects of their jobs whereas roughly one-fourth are not. Some of the more revealing findings for specific items were that (1) 41% felt that they had to look outside their work for things to make life worthwhile and interesting; (2) one-third of the sample did not think their jobs required them to be creative; (3) 43% thought they spent too much time doing clerical tasks; and (4) 25% felt that their present job was not in the area of work that they wished to remain in permanently.

V. Supervisor's Ability to Understand Nature of Work

Three-quarters or more of the sample expressed positive or favorable attitudes toward their supervisor's general competence and ability to understand the nature of their supervisee's work. Conversely, an average of 10% of the respondents expressed some degree of dissatisfaction with

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their work supervision.

In an area of supervisory practice less clearly related to competence, one-fourth of the sample noted that their supervisors had not shown an interest in their career development while a little more than half thought that such an interest had been shown.

VI. Treatment by Supervisor *cf.*

On nine of 11 items, three-quarters or more of the sample expressed favorable attitudes concerning the way they are treated by their supervisors. On the average, only 13% of those surveyed expressed unfavorable attitudes on these items. (Overall, this area elicited some of the most favorable attitudes found anywhere in the questionnaire.) On only two items did less than three-quarters of the sample record positive attitudes: on item 86, 62% of the sample indicated that they knew what their supervisor thought of them and their work (18% indicated they did not know what their supervisor thought); and on item 113, only ²³~~47~~% of the sample agreed with the statement "My supervisor has little influence on the people above him" while ⁴⁷~~33~~% disagreed and 30% were undecided. It might be pointed out that these latter two items, particularly item 113, deal with somewhat peripheral aspects of the supervisor/supervisee relationship.

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VII. Impression Job Makes on Family and Friends *14.*

Approximately three-quarters of the people in the sample were satisfied with the impression that their occupations make upon their family and friends. However, only half disagreed with the statement

"The public looks down on Government employees," suggesting, perhaps, that

* The typed figures are reverse of figures on P. 5 Att. 13, same subject. Called the [redacted] who checked and reported that Att. 13 broke out is correct and above para. VI is typing error. I corrected. *11/18/79*

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a sizeable percentage of the sample believes that the status of their work as perceived by family and friends is higher than it might be if they worked elsewhere in Government.

VIII. Physical Surroundings and Working Conditions 17

Items on this dimension sampled attitudes toward a broad range of physical surroundings and working conditions -- availability of office supplies, transportation to and from work, access to parking, starting and quitting times, office facilities, availability of clerical help, and adequacy of eating facilities. On item 42, which was designed to measure general feelings toward physical surroundings and working conditions, 62% of those sampled expressed satisfaction while 20% expressed dissatisfaction. Three-quarters or more of the sample expressed satisfaction concerning the availability of office supplies, their starting and quitting times, the availability of adequate transportation to and from work, and their access to inexpensive or free parking. Sizeable minorities indicated that they had trouble getting enough clerical help and that their office areas were depressing (25% in both cases). Most discontent was expressed toward the privacy of office space and the adequacy of eating facilities; nearly half the sample agreed that their office space provided too little privacy and that the eating facilities available to them were inadequate.

IX. Opportunity for Advancement 3.

Relatively speaking, opportunities for advancement were viewed less favorably than most of the other dimensions tapped by the questionnaire.

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While about half of the sample expressed favorable attitudes toward their chances for promotion, half believed that their chances for promotion would be better in private industry than in the Federal Government (less than a tenth of the sample disagreed with this assertion). Moreover, nearly half of the sample agreed that their rate of promotion will be slower than they were led to believe.

X. Salary \

In responding to the set of items concerned with salary, the sample seemed to make a distinction between the adequacy of Government pay in absolute terms and its comparability to pay in the private sector. Whereas two-thirds of the sample acknowledged that they were not getting paid as much as they would outside Government, less than one-third expressed clear dissatisfaction with their actual salaries. Conversely, only one-half or fewer of the respondents expressed clear satisfaction with their present salaries.

XI. Recognition for Work \

On the several items in this cluster, sizeable majorities (68% to 90%) felt that their work was appropriately praised or criticized. Unfair criticism of one's work was hardly ever cited (3%). On the other hand, nearly one-fifth of the sample noted that they did not usually receive praise for a good job. Only about 10% of the sample expressed clear dissatisfaction with the amount and kind of recognition -- both praise and criticism -- they have received for their work.

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XII. Importance of Organization's Goals 5.

Three items were included in this cluster. On the two which dealt directly with the importance and worthwhileness of the Agency's goals, over 90% of the people surveyed expressed favorable attitudes. However, only a little more than half agreed that the Agency has progressive programs. It should be noted that only a small minority (12%) felt that the Agency does not have progressive programs, with approximately one-third of the sample undecided (perhaps because of limited experience with the Agency).

XIII. The Way the Agency Is Run 10

The items which were rationally clustered under this single rubric cover a number of specific aspects of an organization's functioning (e.g., communications, personnel programs). Therefore, it is most difficult to make an overall characterization of attitudes on this cluster. However, on a particularly telling item ("How do you feel about the way your agency is run?"), slightly more than one-half of the sample expressed satisfaction and 14% clear dissatisfaction. A sizeable 33% responded to this item with "about as satisfied as I am dissatisfied."

Of the ten items in the cluster, the two responded to most favorably concerned the ability and judgment of the people who run the Agency and the Agency's willingness to act on new ideas. Both items were answered in the favorable direction by approximately 75% of the sample.

In the personnel area (items 63 and 119), roughly 50% of the sample expressed positive attitudes and 20% clearly negative ones, the remaining 30% being undecided.

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Attitudes toward communications between management and employees were mixed. (About 45% noted positive attitudes toward the adequacy of communications, while nearly 40% felt the reverse.) Lastly, most respondents (73%) strongly agreed that there is too much "red tape" in the Government -- only 12% disagreed.

XIV. Organization's Rules and Regulations 13.

Only two items were included on this dimension. Approximately three-quarters of the sample expressed satisfaction concerning the way the Agency's rules and regulations affect them. An even larger percentage (86%) agreed that the Agency's rules and regulations are not unnecessarily strict or rigid.

Miscellaneous

Included on this unnamed dimension are two items concerned with degree of realization of initial job expectancies and an item inquiring about an individual's feelings about his "job as a whole." On this latter item -- job as a whole -- nearly two-thirds of the group surveyed expressed clear satisfaction and only 17% dissatisfaction. The remaining 19% noted they were about as satisfied as they were dissatisfied with their jobs.

Very nearly identical patterns of responses were found for the expectancy items. About one-half of the sample thought that their present job was as good as they thought it would be when hired and that it was fairly represented to them. On the other hand, one-third of the respondents expressed the opposite view on both of these items. (Together these results indicate an extremely mixed reaction in the area of realization of job expectancies.)

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DISCUSSION

There is clearly a temptation to generalize the attitudes revealed by this questionnaire to all Agency employees. This should be done quite cautiously, however, since the people whose attitudes were obtained represent a group with quite limited experience in the Agency (no person in the sample entered on duty more than 17 months prior to the questionnaire). Furthermore, many of the people in the sample had spent all or most of their time in training -- a fact which may make their attitudes toward training particularly relevant while causing their attitudes toward other aspects of the Agency to be based more on hearsay than on first-hand experience. Nevertheless, regardless of their actual bases, attitudes of the type measured by this questionnaire are important -- in fact may be crucial -- to the young employee's decision to continue or terminate his career with the Agency.

Certain findings provided by this attitude survey seem particularly interesting. For items on both the salary and the opportunities for promotion dimensions, minorities (in some cases large minorities) of those sampled expressed clear-cut dissatisfaction in absolute terms. Yet on both dimensions, a majority of people believed they could do better outside the Federal Government. In the matter of salary, this finding may not be particularly surprising; in the case of promotion rate, it seems a bit more so. Added to this, the finding that the individuals queried placed high importance on salary and opportunities for advancement and yet

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expressed a good deal of dissatisfaction with these aspects of their current jobs, suggests that salary and promotion opportunities may be particularly decisive factors in our young employees' career planning.

The results indicate that a sizeable percentage of the sample feel that their jobs (or certain aspects of their employment) are different from what they had originally expected. Thirty-two per cent of the sample agreed with the statement "The people who hired me misrepresented my job." Thirty-five per cent indicated that their jobs were not as good as they thought they would be when they were hired. Forty-three per cent agreed ✓ "My rate of advancement will be slower than I was led to believe." Taken together, the responses to these items suggest either a failure of communication between applicants and the Agency, or unrealistic expectations on the part of young employees, or both.

Responses to items dealing with career development and management are revealing. Fifty-two per cent of the people surveyed agreed that they were rarely asked to participate in the planning of their career development. Thirty-nine per cent agreed that management fails to explain adequately to ✓ employees the reasons for its actions. Forty-six per cent indicated that management does not make an effort to solicit ideas outside the formal suggestion system. And 37% felt that there is a communication gap between management and employees. Taken together, the distribution of responses to these items suggests that in the eyes of many new employees, a gap exists between employees and management in the areas of career development planning and free-flowing communication of ideas.

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Finally, inspection of the items concerned with the work itself reveals several basic areas of dissatisfaction. One of three young employees feels that his work does not require him to be creative, 27% feel that their work bores them, 39% feel they do not get challenging, important assignments and 26% indicate they are discouraged in their present job. A literal reading of these items and their responses might indicate that a significant fraction of the Agency's young employees are potential candidates for leaving the Agency early.

APPENDIX A

DISTRIBUTION OF RESPONSE PERCENTAGES TO CSC JOB QUESTIONNAIRE:
JOB SATISFACTION INDICATOR ITEMS

	VERY SATISFIED	SATISFIED	ABOUT AS DISSAT	DISSATISFIED	VERY DISSATISFIED
32. How do you feel about your job as a whole?	20	44	19	13	4
33. How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)	22	50	19	7	3
34. How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)	23	38	19	14	6
35. How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)	46	46	7	1	0
36. How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)	21	42	20	13	4
37. How do you feel about your supervisor's ability to understand the nature of your work?	35	40	14	9	3
38. How do you feel about the way your supervisor has treated you?	33	47	14	4	2

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	VERY SATISFIED	SATISFIED	ABOUT AS SAT. AS DISSAT.	DISSATISFIED	VERY DISSATISFIED
39. How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)	21	49	20	8	3
40. How do you feel about the way your agency is run?	10	43	<u>33</u>	11	3
41. How do you feel about the impression your job or occupation makes on your family and friends?	19	55	21	4	2
42. How do you feel about your physical surroundings and working conditions? (This would include such things as the appearances of your office and whether you have adequate lighting or quiet.)	15	47	19	15	5
✓ 43. How do you feel about the salary you receive?	6	43	25	22	5
44. How do you feel about the importance of your agency's goals?	57	36	5	2	0
✓ 45. If you were to make a career in your agency, how would you feel about your chances for promotion?	12	48	24	13	4
46. How do you feel about your agency's rules and regulations as they affect you?	14	60	21	4	1

APPENDIX B

DISTRIBUTION OF RESPONSE PERCENTAGES TO CSC JOB
QUESTIONNAIRE: JOB INFORMATION ITEMS

I. PERSONAL WORK ACCOMPLISHMENTS

AGREE COMPLETELY TEND TO AGREE UNDECIDED TEND TO DISAGREE DISAGREE COMPLETELY

33.*	How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)					-- See Above --
58.	I rarely see the results of my work.	8	12	10	37	34 ⁺
70.	I have done a good job, considering the time I have been here.	39 ⁺	51	8	1	1
83.	I successfully complete a job or some aspect of it every week.	30 ⁺	44	12	11	4
94.	At the end of the day I wonder what I have accomplished.	12	20	8	40	20 ⁺

II. CLASSROOM AND ON-THE-JOB TRAINING

34.*	How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)					-- See Above --
48.	I have experienced a definite growth in skills since taking my present job.	39 ⁺	34	10	11	6

*These items, which cover basic dimensions of job satisfaction, were answered on a five-point scale ranging from Very Satisfactory to Very Unsatisfactory. Distributions of response percentages for these items appear in Appendix A.

*Indicates response judged most favorable or positive for each item.

	AGREE COMPLETELY	TEND TO AGREE	UNDECIDED	TEND TO DISAGREE	DISAGREE COMPLETELY
62. During the first part of my Federal employment, I would rather have spent more time on the job and less in classroom training.	6	15	16	39	24+
72. My agency has provided inadequate training for my job.	5	17	7	36	35+
✓ 85. I am rarely asked to participate in the planning of my career development.	25	27	16	24	9 +
98. I am satisfied with the quality of my training instructors.	16+	46	17	14	7
✓ 112. My agency has a well-planned training program for people in my position.	18+	32	16	24	11

III. CO-WORKERS

35.* How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)	-- See Above --				
50. My co-workers give me less cooperation than they should.	2	4	4	42	49+
68. I get along well with my co-workers.	58+	40	1	1	0
87. In terms of interests and attitudes, I have a lot in common with my fellow workers.	20+	50	12	13	5
102. One or more of my co-workers has discriminated against me because of my age.	3	5	7	32	53+

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IV. THE WORK ITSELF

	AGREE COMPLETELY	TEND TO AGREE	UNDECIDED	TEND TO DISAGREE	DISAGREE COMPLETELY
36.* How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)	-- See Above --				
49. My job requires me to be creative.	26 ⁺	29	12	17	16
57. Some aspects of my job are too difficult for me.	0	3	7	33	58 ⁺
✓ 64. I would turn down a chance to change my present job for one of equal pay, security, and status.	26 ⁺	20	23	14	17
✓ 67. I have to look outside my work for things to make life worthwhile and interesting.	19	22	10	33	16 ⁺ 47
78. I often come home angry or irritable because of something that has happened at work.	5	11	10	46	28 ⁺
88. My work bores me.	10	17	7	31	35 ⁺
99. I spend too much time doing clerical tasks.	43 20	23	12	32	14 ⁺ 46
103. I have enough work assigned to keep me busy.	40 ⁺	35	5	12	7
106. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.	30 ⁺	32	13	9	16
107. I get challenging, important assignments.	46 12 ⁺	34	15	22	17

	AGREE COMPLETELY	TEND TO AGREE	UNDECIDED	TEND TO DISAGREE	DISAGREE COMPLETELY
111. I am discouraged in my present job.	11	15	12	33	29 ⁺
117. My job is usually so easy it isn't interesting.	10	14	12	38	26 ⁺

V. MY SUPERVISOR'S ABILITY TO UNDERSTAND THE NATURE OF MY WORK

37.* How do you feel about your supervisor's ability to understand the nature of your work?	-- See Above --				
54. My supervisor gives confusing instructions.	4	14	11	38	34 ⁺
66. My supervisor makes too many technical mistakes.	1	2	13	43	40 ⁺
79. My supervisor makes sound decisions.	18 ⁺	57	18	6	1
89. My supervisor has shown interest in my career development.	16 ⁺	39	19	20	6
108. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work.	3	9	8	45	35 ⁺
116. My supervisor is well-qualified technically.	37 ⁺	42	11	9	2

VI. THE WAY MY SUPERVISOR TREATS ME

38.* How do you feel about the way your supervisor has treated you?	-- See Above --				
51. My supervisor watches me too closely.	3	6	5	43	44 ⁺

	AGREE COMPLETELY	TEND TO AGREE	UNDECIDED	TEND TO DISAGREE	DISAGREE COMPLETELY
✓ 61. My supervisor listens to my suggestions.	29 ⁺	46	15	8	2
71. There are too many people telling me what to do.	3	8	10	52	27 ⁺
75. I can trust my supervisor.	42 ⁺	38	10	8	2
84. My supervisor gets along well with his boss.	29 ⁺	46	18	5	2
86. I know what my supervisor thinks of me and my work.	14 ⁺	48	21	12	6
93. My supervisor gives me inadequate time for breaks and lunch.	14	10	2	32	43 ⁺
97. I feel ill at ease in the presence of my supervisor.	2	9	5	42	43 ⁺
101. My supervisor allows me to make my own decisions on how I do my work.	26 ⁺	53	5	12	4
✓ 113. My supervisor has little influence on the people above him. ?	9	14	30	37	10 ⁺

VII. THE IMPRESSION MY JOB OR OCCUPATION MAKES ON MY FAMILY AND FRIENDS

41.* How do you feel about the impression your job or occupation makes on your family and friends?	-- See Above --				
60. My family and friends think my present job is a good one.	28 ⁺	45	17	8	2
✓ 81. The public looks down on Government employees.	30 6	24	21	38	10 ⁺ 1/8

* See p. 9 of Study.

VIII. PHYSICAL SURROUNDINGS AND WORKING CONDITIONS

AGREE COMPLETELY TEND TO AGREE UNDECIDED TEND TO DISAGREE DISAGREE COMPLETELY

42.* How do you feel about your physical surroundings and working conditions? (This would include such things as the appearance of your office and whether you have adequate lighting or quiet.)					-- See Above --
47. I can get whatever office supplies I need.	68+	26	2	2	1
53. I have access to inexpensive or free parking near where I work.	58+	18	3	4	16
65. I am satisfied with the starting and quitting times.	43+	43	3	7	4
73. My office space gives me too little privacy.	48 18	30	15	26	12+ 26
80. I have adequate transportation available to and from work.	47+	36	4	8	6
91. I have had trouble getting enough clerical help.	10	15	14	38	22+
100. Eating facilities in this building and the neighborhood are inadequate.	44 24	20	9	28	19+ 47
110. My office area is depressing.	12	17	11	41	19+

IX. OPPORTUNITY FOR ADVANCEMENT

45.* If you were to make a career in your agency, how would you feel about your chances for promotion?					-- See Above --
56. Opportunities for advancement are excellent in my occupation.	41 12+	29	24	25	10 35

	AGREE COMPLETELY	TEND TO AGREE	UNDECIDED	TEND TO DISAGREE	DISAGREE COMPLETELY
76. I would probably advance more quickly in private industry than in the Federal Government.	56 24	32	35	8	1+
92. My chances for promotion in my agency are good.	53 11+	42	25	18	4
118. My rate of advancement will be slower than I was led to believe.	47 16	27	23	26	9+

X. THE SALARY I RECEIVE

43.* How do you feel about the salary you receive?	-- See Above --				
✓ 52. I am getting paid as much as I would outside the Federal Government.	18 4+	14	16	32	35 47
96. For the work I do I am underpaid.	11	18	26	31	14+

XI. THE AMOUNT OF RECOGNITION I RECEIVE FOR MY WORK

39.* How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)	-- See Above --				
104. My work is unfairly criticized.	0	3	7	46	44+
120. I usually receive praise for my work when I have done a good job.	17+ 67	51	13	14	5

AGREE
COMPLETELY

TEND TO
AGREE

UNDECIDED

TEND TO
DISAGREE

DISAGREE
COMPLETELY

XII. IMPORTANCE OF MY ORGANIZATION'S GOALS

- 44.* How do you feel about the importance of your agency's goals?
90. My agency has progressive programs.
105. The goals of my agency are worthwhile.

-- See Above --

17 ⁺	41	30	9	3
66 ⁺	29	4	1	1

XIII. THE WAY MY ORGANIZATION IS RUN

- 40.* How do you feel about the way your agency is run?
59. Management fails to explain adequately to employees the reasons for its actions.
63. The personnel program of my agency is a hindrance.
69. There is too much "red tape" in the Government.
77. My agency is run by people who have good judgment.
82. My agency is unwilling to act on new ideas that I think have merit.
95. I can make my ideas known to management.
109. Management makes an effort to solicit my ideas outside the formal suggestion system.

-- See Above --

29	13	26	15	32	14 ⁺ 46
11	8	14	32	31	15 ⁺ 46
11	36	37	15	11	1 ⁺
	22 ⁺	55	20	3	1
14	2	12	33	37	16 ⁺ 53
11	22 ⁺	51	12	10	5
29	9 ⁺	30	15	31	15 ⁺ 46

AGREE COMPLETELY TEND TO AGREE UNDECIDED TEND TO DISAGREE DISAGREE COMPLETELY

115. There is a communication gap between management and employees.

119. The personnel office in my agency tries to be helpful.

31 12 25 16 35 11+
12+ 42 28 12 6

XIV. MY ORGANIZATION'S RULES AND REGULATIONS AS THEY AFFECT ME

46.* How do you feel about your agency's rules and regulations as they affect you?

-- See Above --

55. My agency's rules and regulations are unnecessarily strict or rigid.

2 5 7 44 42+

MISCELLANEOUS

32. How do you feel about your job as a whole?

74. My job is as good as I thought it would be when I was hired.

114. The people who hired me misrepresented my job.

-- See Above --
49 17+ 32 16 16 19
32 15 17 14 31 23+ 54

APPENDIX C

DISTRIBUTION OF RESPONSE PERCENTAGES TO CSC JOB QUESTIONNAIRE:

PART I: BIOGRAPHICAL AND TRAINING INFORMATION

This part of the questionnaire asks for information about yourself and the training that you have received.

Instructions: Using a medium No. 2 pencil, answer each of the questions in this part by darkening completely the box on your answer sheet corresponding to the letter-number combination that is the same as that of your answer. If you must erase a mark, be sure to erase it completely. Mark only one answer for each question.

Some of the questions have "Other" as one possible answer. If you select this answer for any question, mark your answer sheet and write your answer in the booklet in the space provided.

NOTE: THE ANSWER SHEET IS NUMBERED FROM LEFT TO RIGHT, NOT FROM TOP TO BOTTOM. PLEASE DO NOT FOLD YOUR ANSWER SHEET.

YOU MUST USE A MEDIUM NO. 2 PENCIL TO MARK THE ANSWER SHEET.

- | | |
|---|----|
| 1. How old are you? | 2 |
| A) 22 years or under | 11 |
| B) 23-24 years | 28 |
| C) 25-26 years | 22 |
| D) 27-28 years | 23 |
| E) 29 years or over | 16 |
| 2. What is your sex? | |
| A) Male | 76 |
| B) Female | 24 |
| 3. What is your highest level of education? | |
| A) Less than a bachelor's degree | 05 |
| B) Bachelor's degree or equivalent | 39 |
| C) Bachelor's degree with some graduate work | 27 |
| D) Master's degree, L.L.B., J.D., or equivalent | 29 |
| E) Ph.D., M.D., or equivalent | 01 |

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16. Did you ever have an appointment as a Management Intern? 2
- A) Yes 05
B) No 92
C) Don't know 03
17. Did your formal orientation give you a clear understanding of your agency's role in the Federal system?
- A) Yes 74
B) More or less 20
C) No 05
D) I don't recall
E) I did not receive any formal orientation 01
18. Did your formal orientation give you a clear understanding of your agency's internal operations?
- A) Yes 52
B) More or less 33
C) No 14
D) I don't recall
E) I did not receive any formal orientation 01
19. In your first six months of full-time Federal employment (not including summer jobs), how much time did you spend in classroom training, excluding orientation and academic courses? (Answer even if you have been employed less than six months.)
- A) None 15
B) Less than 1 week (1 week = 40 hours) 02
C) 1 or 2 weeks 09
D) 3 to 6 weeks 24
E) More than 6 weeks 50
20. Have you, as part of your training, had an assignment outside the Washington, D. C. metropolitan area?
- A) Yes 31
B) No 69
21. Since taking your first full-time Federal job (not including summer jobs), have you been given any rotating assignments of two weeks or more within your agency?
- A) Yes 17
B) No 83

22. Since taking your first full-time Federal job (not including summer jobs), have you taken any academic courses related to your job?
- A) Yes - paid for entirely by my agency 19
 - B) Yes - paid for in part by my agency 02
 - C) Yes - not paid for by my agency 11
 - D) No 68
23. Since taking your first full-time Federal job (not including summer jobs), have you been given any assignments in other agencies?
- A) Yes 00
 - B) No 99
24. Since taking your first full-time Federal job (not including summer jobs), how many of the following 5 types of training have you been given?
- classroom training
 - academic courses
 - assignments in other agencies
 - rotational assignments
 - assignments outside the Washington, D. C. metropolitan area
- A) None 08
 - B) One 44
 - C) Two 31
 - D) Three 14
 - E) Four or five 03
25. If there is a designated person in your agency (outside of normal supervisory channels) to whom you can go for counsel and advice, has this relationship been helpful to you?
- A) Very helpful 08
 - B) Somewhat helpful 18
 - C) Not helpful at all 08
 - D) I have not availed myself of this service 43
 - E) I do not know of such a person in my agency 23
26. Have you had a formal opportunity to meet with other career trainees (either within or outside your agency) and exchange ideas with them?
- A) Yes 55
 - B) No 44

27. Which one of the following best describes how people get ahead in your agency? 47
- A) Long hours 00
 - B) Demonstrated performance 49
 - C) Seniority 19
 - D) Getting known by the right people 23
 - E) Other 09

(please specify)

REMEMBER TO MARK THE SEPARATE ANSWER SHEET.

Which one of the following best describes your long-range career plans in terms of where you expect to work? Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.

28. A) Stay with my agency 47
- B) Stay with the Federal Government, but not necessarily with my agency 08
- C) Join a State, county, or municipal government 01
- D) Enter private industry 14
- E) Go into business for myself 03
29. A) No definite career plans 21
- B) Other 06

(please specify)

REMEMBER TO MARK THE SEPARATE ANSWER SHEET.

Which one of the following best describes your long-range career plans (regardless of where you may work)? Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.

30. A) Continue in my present type of work 31
- B) Go into some specialty within my field 26
- C) Go into general management or administration 17
- D) Go into a different field entirely 09
- E) I don't plan to have a career 03
31. A) I'm not sure what I want to do 11
- B) Other 03

(please specify)

REMEMBER TO MARK THE SEPARATE ANSWER SHEET.